PMBOK® 7e Update for CPM 4e Chapter 6 Stakeholder Analysis and Communication Planning

PMBOK® 7e Domains Impacting Chapter 6

Stakeholders
Team
Planning
Delivery
Measurement

Stakeholders

Much of what *PMBOK® 7e* has to say about stakeholders remains unchanged from the 6th edition. Stakeholders should be identified, understood, analyzed, prioritized, engaged with, and monitored. Stakeholder engagement should be appropriately planned and will occur throughout the life of the project and perhaps beyond. According to the *PMBOK® 7e*, frequent ad-hoc requests for information from stakeholders is probably a sign that current stakeholder communication planning was insufficient.

Team

The project team develops the communication plan with the stakeholders, which has specific and unique communication requirements for each stakeholder. Communication and engagement with stakeholders assumes importance during the project planning and execution phases. When using an adaptive approach, communication and collaboration with the product owner is continuous throughout the project.
The most basic requirements of team members are commitment to the project and competence. Depending on the experience and motivation of team members, a wise project manager will try to progress along the continuum from directing to coaching to supporting to delegating to her team members. This allows them to grow and become more skillful through their work on the project and ultimately leads to the desired outcome of value and benefits for the organization.

Planning

Planning how to communicate as a team and with other stakeholders should begin with an analysis of *who* needs to know *what when*. Modes of communication (push, pull, interpersonal, or some combination) need to be decided on, and a team member needs to be responsible for ensuring each required communication actually happens.

Delivery

The timing and method(s) for delivering a product, service, or result to stakeholders should be agreed upon well in advance. This requires reaching

a consensus on the “definition of done.” In other words, how will we know when something is acceptable to the stakeholder?

Measurement

This is closely related to the delivery principle. The team and stakeholders need to know as early as possible what metrics the stakeholders are looking for to ensure what they are producing will be deemed a success. In addition to more technical metrics, stakeholder satisfaction should be captured regularly, with corrective actions taken if crucial stakeholders are not happy. This satisfaction may be measured via a net promoter score (NPS), mood chart, turnover, or general morale.